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STRATEGY AND ACTION PLAN FOR ASSESSED VALUE CHAINS

Contact No.: AID-624-C-13-00002-00

August 2014

This publication was produced for review by the United States Agency for International Development. It was prepared by Abt Associates Inc. for the Trade Hub and African Partners Network.

Recommended Citation: Trade Hub and African Partners Network. "Strategy and Action Plan for Assessed Value Chain." Prepared for the Trade Hub and African Partners Network by Abt Associates Inc., Bethesda, MD, [July 2014].

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ACRONYMS

AAFEX	African Association of Agro-Exports
ACA	African Cashew Alliance
AGOA	Africa Growth and Opportunity Act
COFENABVI AO	Confederation of Livestock Federations in West Africa
COP	Chief of Party
ECOWAS	Economic Community of West African States
EU	European Union
FTF	Feed the Future
GAMA	Ghana Apparel Manufacturer's Association
GSA	Global Shea Alliance
MIS	Market Information Systems
MOU	Memorandum of Understanding
SPS	Sanitary and Phytosanitary Standards
TTEE	Transport, Trade, Enabling Environment
USAID	United States Agency for International Development
WAGN	West Africa Grain Network

I. CONTEXT

Eleven Value Chain Assessment Reports were submitted to USAID on May 31, 2014. These reports made recommendations about value chains that identify opportunities to substantially improve their performance and competitiveness with the Trade Hub's assistance. The results of this support will correspond to the Trade Hub's objectives to generate exports, jobs, and investment.

Feed the Future (FTF) Regional Value Chains

- Maize
- Millet-Sorghum
- Rice
- Cattle
- Small Ruminants

Value-added Global Value Chains

- Apparel
- Cashew
- Honey
- Mango (and possibly other cut fruits/vegetables)
- Sesame
- Shea

The Assessment Reports offer updated perspectives about the current status, structure, performance, and challenges of each value chain. Based on this information and analysis, they recommend a vision and upgrading strategy for each value chain, and outline possible support roles for the Trade Hub in helping value chain stakeholders achieve their own goals. These analyses identified different levels and types of support to be provided by the Trade Hub, reflecting recent changes (both positive and negative, depending on the value chain) and other environmental factors that have been identified. Specific constraints to each value chain were reviewed and form the basis for specific support to be provided.

Within the context of the Trade Hub's largest results, certain value chains present more opportunity to increase trade, investment and create jobs than others. The strategic use of project resources suggests that those value chains with a larger "marginal return" to level of effort should receive more support. However, opportunities do exist within all of the 11 value chains that were studied. It is also recognized that all of these value chains are dynamic; over time new opportunities could emerge. Maintaining a flexible perspective to respond to opportunities as they arise is a cornerstone of the Trade Hub's overall strategy.

This document presents two year strategies for each of the value chains that have the largest potential to benefit from Trade Hub assistance, cereals, livestock, cashew, Shea, mango and apparel. A program of actions for each strategy is presented in Annex I. Each value chain-specific strategy identifies linkages with the other Trade Hub components: Capacity Building, Finance and Investment, Trade and Transport Enabling Environment (TTEE). Value-Chain specific support is also identified. The relationship of the AGOA Resource Centers, supported by the Trade Hub, with each value chain strategy is presented as applicable. Gender is a critical cross-cutting theme for the Trade Hub and its role in each value chain strategy is also presented. Another common strategic inter-action is to coordinate with and complement on-going USAID bilateral activities in the region that support these value chains. The Trade Hub has identified four target corridors in the region; each value chain is linked to the applicable corridor. The platforms for Trade Hub assistance in value chain strategic development are the regional partners that have been identified to date. There are large differences in the levels of institutional capacity among these regional partner organizations. These strategic documents and accompanying Trade Hub actions reflect these differences in partner capacity.

2. STRATEGY AND IMPLEMENTATION

Development Approach: Increased and improved service delivery by regional alliances and organizations to their members within Regional Feed the Future and Global Export value chains will result in measurable increases in intra-regional trade and global exports, job creation and investment during the next five years. Promote the increased role of market-focused lead firms and value chain champions to generate new sales and as market leaders, to link producers to markets. The Trade Hub will provide targeted capacity building/training to regional partners, leverage new buyer/seller relationships, identify new access to finance opportunities and contribute to regional efforts to improve a more enabling policy environment, especially harmonized application of grades and standards.

2.1 LIVESTOCK

Vision: The livestock value chain (including cattle and small ruminants) will professionally supply quality livestock products for West African markets in sufficient quantity to meet the region's demand at competitive prices.

The Trade Hub will work primarily with regional partner COFENABVI AO to pursue the following strategies:

Strategy	Lead Project Components	Geographic Focus	Corridor
Increase the amount of quality fattened animals that arrive in coastal markets.	Value-Chain Focused	Region	Bamako – Dakar Ouaga – Tema Ouaga - Parakou
Improve veterinary services provided for animal health both prior to and after transport.	Value-Chain Focused	Region	Bamako – Dakar Ouaga – Tema Ouaga - Parakou
Improve access to market information for buyers and sellers in the region.	Value-Chain Focused	Region	Bamako – Dakar Ouaga – Tema Ouaga - Parakou
Support efforts to expand COFENABVI AO membership base within ECOWAS and strengthen national federations.	Capacity Building	Burkina, Mali, Niger	Region
Support more opportunities for women to become actively involved in the livestock value chain, including targeted training and financing opportunities.	Capacity Building and Gender	Region	All
Identify financing opportunities for cross border	Finance and Investment	Burkina,	Region

livestock shipments including formalization of marketing transactions.		Mali, Niger	
Support efforts to reduce transportation delays at border crossings and other check points.	TTEE	Region	All
Support efforts to harmonize grades and standards. with regard to livestock transportation requirements and management of slaughterhouses.	TTEE	Region	All

Ensuring animal health and sanitation along the value chain is a key part of this strategy. This implies improved management of slaughterhouses both within the region's exporting countries and the importing countries that receive live animal shipments. The Trade Hub will support efforts to apply required regional standards for livestock slaughtering and conservation. A related area of support will be to ensure that key veterinary services are available to animals during transport and shipment loads do not create other health issues in and of themselves. To this end, the Trade Hub will explore the creation of three export zones (free of disease) for cattle and 3 export zones for small ruminants in Burkina Faso, Mali and Niger. This effort will be completed in coordination with the relevant national bodies in each country. These entities would facilitate the provision of improved veterinary services and controls to comply with SPS standards prior to transport.

As a relatively strong regional platform, COFENABVI AO will benefit from targeted institutional capacity building from the Trade Hub to improve its ability to effectively represent its member companies in the value chain in interactions with national governments and Regional Economic Commissions. Expanding the regional platform's membership base will address financing constraints of the confederation's activities, improve service delivery, and support advocacy efforts at the country-specific level to remove trade barriers. The Trade Hub will support: 1) National federations to organize inter-professional associations that would contribute to increased membership within member countries; 2) COFENABVI AO executive to conduct sensitization missions to additional countries. Other areas to be targeted include harmonization of cross border documentation requirements for livestock to facilitate reduced transport time, increased "real time" access to market information and compliance with ECOWAS requirements on livestock transportation.

Within the small ruminant value chain, women are the key managers, but still have limited access to much of the support enjoyed by male producers in the cattle value chain. Trade Hub support to COFENABVI AO will include an improvement in their provision of management support and other capacity building activities to women's associations that are involved in small ruminant production and marketing.

One of the larger constraints identified for the livestock value chain is the limited use of a formal contracting mechanism between buyers and sellers. This reduces the amount of livestock that is actually traded within the region and makes difficult the securing of financing for increased intra-regional trade. Trade Hub assistance will include increased use of formal contracting by members of the regional platform with a medium term objective of increasing the amount of financing made available by regional financial institutions. Specific areas of support will be to establish relationships between financial facilitators contracted by the Trade Hub to work through COFENABVI AO to identify companies to receive financing for livestock transactions.

2.2 CEREALS

Vision: The cereals value chain (rice, maize and millet/sorghum) are composed of well-structured markets that increasingly meet regional demand for cereals, and that encourage and facilitate investment in productivity and processing throughout the value chain. The vision includes movement from informal to formal commercial trade, with particular emphasis on intra-regional trade.

The Trade Hub will work primarily with regional partner West African Grain Network (WAGN) to pursue the following strategies:

Strategy	Lead Project Components	Geographic Focus	Corridor
Increased access to improved inputs (certified seed, fertilizers and development of improved post-harvest technologies) for WAGN member companies.	Value-Chain Focused	Burkina, Mali and Niger	Bamako – Dakar Ouaga – Tema Abidjan - Bamako
Increased access to “real time” data with regard to market information systems.	Value-Chain Focused	Region	Bamako – Dakar Ouaga – Tema Abidjan - Bamako
Promote increased cross-border marketing of cereals to address periods of food insecurity.	Value-Chain Focused & TTEE	Burkina, Mali and Niger	Bamako – Dakar Ouaga – Tema Abidjan - Bamako
Develop and implement an institutional-strengthening program for WAGN to increase the level and quality of services it provides to its members. Included is a training of trainers program for improved agricultural productivity for WAGN member producer associations.	Capacity Building	Togo and Burkina	Region
Within the WAGN institutional support program, develop a formal gender strategy that will be used to explicitly support women’s participation in key cereal’s value chains, especially millet and sorghum and rice.	Capacity Building and Gender	Togo and Burkina	Region
Facilitate buyer-seller relationships between processing companies and WAGN grain producers.	Finance and Investment	Region	Bamako – Dakar Ouaga – Tema Abidjan - Bamako
Promote increased use of “forward contracting” mechanisms for regional grain transactions. This includes intra-regional sales between producers and processors.	Finance and Investment	Region	Bamako – Dakar Ouaga – Tema Abidjan - Bamako
Support harmonization of regional grades and standards for cereal transport in the region, including the use and acceptance of standard SPS documentation.	TTEE	Region	All
Support lobbying efforts with national government	TTEE	Region	All

and Regional Economic Communities (ECOWAS and UEMOA) to eliminate seasonal cereal bans.			
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A key constraint to increased cereal's marketing is post-harvest losses, especially the presence of aflatoxins resulting from poor storage environments in traditional harvest systems. The Trade Hub will support WAGN to identify and promote improved storage systems for its member companies, to increase the amount of product that can be transported within the region, over a longer period of time after the principal harvest is completed and reduce the incidence of aflatoxin contamination. One activity in WAGN's Strategic Plan that will be supported is development of a pilot program for a "Warehouse Receipt System" as one way to promote increased food security and more profitable trade.

As a regional platform for the grain market, WAGN will be supported to lobby with member governments against the use of seasonal cereal export bans that have taken place in recent years. This will require a more pro-active understanding of grain markets and how they evolve both at harvest and in the post-harvest period. The Trade Hub will support a study of regional grain markets for this purpose.

WAGN is a young advocacy organization whose main objective is to promote the competitiveness of the cereals sector through the facilitation of greater intra-regional commerce of cereals in West Africa. The Trade Hub, working with other partners, will manage an assistance program to establish and expand WAGN's capacities to support its member companies. This will involve a series of capacity-development and training activities, working with the staff in its soon to be established Secretariat to "mentor" them to a point where they can provide improved services during the medium term. A critical action in this process will be regular technical assistance for WAGN's Executive Secretary during the next two years.

Part of the institutional support program for WAGN will include development of a gender strategy to focus on increased management capacity for women's associations involved in cereal production marketing and processing in which women dominate.

Another impact of informal cereals' marketing is reduced access to financing opportunities. The Trade Hub's finance component will work with WAGN to establish relationships with its financial facilitators to leverage new financing opportunities. These could be for grain shipments or between grain producers and other regional processors that need grains for inputs (such as poultry or beer production).

One of the constraints to the marketing and movement of cereals in the region are its "informal" characteristics. This is reflected in the types of transactions that take place, with no formal contracts or agreed upon prices. The movement of grains is completed without proper documentation and often involves payment of fees at border crossings that are neither required nor legal. Increasing WAGN's ability to represent its members' interest in the application of grades and standards for cereals' movement across regional borders will be key indicator of success and institutional development. In the same way, ensuring that member companies have access to regionally-certified key inputs (such as seed and fertilizer) will contribute to more harmonized cereal movements. This will also increase the quality of regional trade as buyers will be more confident that the grain for which they are forward contracting will have the expected quality.

2.3 CASHEW

Vision: The West African cashew value chain is a leading player in the global edible nut market, and a source of quality and branded cashew nuts. West Africa's production supply to the world's markets can enable millions of farmers to achieve sustainable income, and create on-farm and off-farm employment

for women and youth. Cashew cultivation can be used to safeguard the environment against degradation and add value to marginal lands unsuitable for other food crops.

The Trade Hub will work primarily with regional partner African Cashew Alliance (ACA) to pursue the following strategies outlined below. The ACA is the regional partner that has the highest level of institutional capacity of the Trade Hub's relationships. Because of this, project support is directly linked to ACA's 2014 – 2015 strategic plan which identifies gaps and weaknesses to be addressed.

Strategy	Lead Project Components	Geographic Focus	Corridor
Support on-going ACA efforts to consolidate and increase the sustainable production of quality cashew nuts.	Value-Chain Focused	Ghana, Burkina, Mali, Benin, Cote d'Ivoire	Bamako- Abidjan Ouaga - Cotonou
Contribute to on-going efforts to improve cashew productivity and a more environmental-friendly production system.	Value-Chain Focused	Ghana, Burkina, Mali, Benin, Cote d'Ivoire	Bamako- Abidjan Ouaga - Cotonou
Strengthening capacities of member-based organizations, including their ability to deliver support services to producers.	Capacity Building	Ghana	Bamako- Abidjan Ouaga - Cotonou
Provide capacity development to increase management capacity of local processing of raw nuts, kernels, and cashew apples.	Capacity Building	Ghana, Cote d'Ivoire, Benin	Bamako- Abidjan Ouaga - Cotonou
Promote a gender strategy for the value chain to be adopted by the ACA as it expands efforts to increase women-owned local processing of raw cashew nuts.	Gender	Region	Bamako- Abidjan Ouaga - Cotonou
Leverage increased participation and investment by regional financial institutions with ACA member companies.	Finance and Investment	Region	Bamako- Abidjan Ouaga - Cotonou
Support ACA efforts to maintain a positive enabling environment for the efficient transport of cashew products within the region.	TTEE	Region	All

The ACA has a large membership that is active in most of the ECOWAS countries. Consequently, there is wide variety in the size of its individual membership and the quality of raw cashew nuts that are produced. The Trade Hub will support the ACA to expand its quality seal program. In addition support will be provided to ACA to promote adoption of improved production practices, especially those that are more environmentally-friendly.

ACA has requested Trade Hub support to complete an environmental examination of the cashew cropping system in the region, to identify improvements in husbandry techniques that have reduced negative environmental impact and contribute to improved yields. This activity is included in the attached action plan.

An important policy objective of the ACA is to increase the amount of raw cashew nut that is processed within Africa (currently less than 10% of what is harvested is processed in situ). Local processing

enterprises are being established throughout the region, often with ACA support and in some cases with outside financial investment. An area of weakness that ACA has identified and for which Trade Hub assistance has been requested is targeted capacity development for managers of these local processing enterprises, especially as these operations are expected to increase based on ACA's efforts.

Women play a key role in cashew production and processing (especially at different levels of processing). The Trade Hub will work with the ACA to finalize a gender strategy that will target support for women stakeholders along the value chain. This effort will focus on increased capacity development for female managers and improved technical services delivered by ACA for its women's associations.

Access to finance remains a constraint for the value chain, as only a relatively small sub-set of the ACA membership have developed these types of relationships. The Trade Hub will work with ACA and its financial facilitator partners throughout the region to leverage increased transactions for production and marketing. These efforts will focus on both raw nut production and transport for export and establishment of new local processing enterprises.

A majority of the raw nuts that are harvested in the region are transported to Ghana for export. The Trade Hub will support ACA in its lobbying efforts to ensure that intra-regional transport of the raw nuts is not interrupted (as was the case earlier this year at the border between Cote d'Ivoire and Ghana). The transport corridors targeted by the Trade Hub include those by which the majority of raw cashew nuts are transported to regional ports for shipment. The on-going work to reduce road harassment and other general transportation delays along these corridors will support the cashew value chain's development.

2.4 SHEA

Vision: Increased quality-based price premiums between producer groups and associations and buyers and global importer of shea kernels and unrefined shea butter for industrial processing, both globally and within West Africa.

The Trade Hub will work primarily with regional partner Global Shea Alliance (GSA) which has evolved significantly as a regional platform since its creation in 2011. The specific strategies to be supported are directly linked to GSA's Strategic Plan which is focused on the sustainability of its members operations, while increasing the amount of shea that passes through the value chain to the global market. The following strategies will be pursued:

Strategy	Lead Project Components	Geographic Focus	Corridor
Contribute to on-going research efforts on shea ecology to identify husbandry practices that would improve shea production and yield quality throughout the region.	Value-Chain Focused	Region	All
Support on-going advocacy efforts to have shea butter accepted in the US as a Chocolate-Based Equivalent.	Value-Chain Focused	Region	N/A
Support GSA efforts to promote "traceability" of its production within the region, to contribute to improved quality and marketability.	Value-Chain Focused and Capacity Building	Ghana, Mali, Cote d'Ivoire	Bamako – Abidjan Ouaga – Cotonou
Support GSA to improve its member's capacity to	Capacity Building	Ghana, Mali,	Bamako – Abidjan

identify and collect improved quality shea nuts.		Cote d'Ivoire	Ouaga – Cotonou
Strengthening capacities of national associations, including their ability to deliver support services to producers.	Capacity Building	Ghana, Mali , Cote d'Ivoire	Bamako – Abidjan Ouaga – Cotonou
Support GSA's gender strategy to provide targeted training to women's associations and other women stakeholders along the value chain.	Gender	Region	All
Identify GSA member companies that could leverage financing opportunities for increased production and export of shea kernels.	Finance and Investment	Region	All
Supports GSA in its efforts to harmonize application of grades and standards for shea within the region, to improve quality and marketability.	TTEE	Region	All

GSA has made considerable effort to establish grades and standards for the shea kernel. The Trade Hub will support the consistent application of these grades and standards throughout the region. This will include more detail about shea production trends being included in the information systems to be supported by the Trade Hub that communicate commodity prices and other key information of use to the value chain.

The GSA has embarked on an advocacy campaign to have shea butter accepted in the US as an alternative ingredient for the chocolate industry (this has taken place in the EU and had a positive impact on global shea kernel exports). It is estimated that this policy change would have a significant impact on the demand for shea kernels to be exported for processing and shipment to the US. This is a key part of GSA's sustainability strategy and will be supported by the Trade Hub where feasible. A related policy objective is to increase shea butter exports for use in the global cosmetics industry. This diversification effort is on-going, but its overall impacts in the short term are unclear.

A study has been launched by GSA to better understand the ecology of the shea tree, specifically related to the lower quality of shea kernel found in western Nigeria, which represents a large amount of regional production that could be improved. The Trade Hub will support the dissemination and application of the recommendations from this study as one effort to increase quality production of the shea kernel.

The wide quality variation in shea nut production has been identified as a key constraint to improving the value chain. One of GSA's programs is to establish "traceability" by which the origin of certain nuts can be confirmed and will provide more incentive to buyers to make larger and more regular orders. This effort is linked to improving the capacity of the GSA membership to promote improved collection techniques, which will be supported by the Trade Hub.

The role of women in the primary foundational level of the shea value chain is recognized by the GSA and explicit support to these actors is targeted in their strategic plan. Local processing of shea takes place at the level of collection of raw nuts and some production of shea butter. The GSA supports these efforts but their larger strategic focus is increasing the quality and amount of shea kernels that are exported from the region. The Trade Hub will support these efforts to empower women's role and increase the management capacity of the rural associations that collect kernels.

While a significant number of the GSA's member companies have benefited from financing to increase their operations, there are many smaller enterprises (often women-managed) that have not. The Trade

Hub will work with GSA to identify new financial relationships with these companies and the financial facilitators working throughout the region.

2.5 APPAREL

Vision: A growing apparel export manufacturing sector exists in three key countries (Ghana, Benin and Côte d'Ivoire) that would utilize and add to capacity to increase production and create additional sustainable employment that is predominantly female, taking advantage of AGOA benefits for increased exports to the US.

Although a regional platform for the apparel value chain has yet to develop, recent experience has focused on a sub-set of countries that currently offer the opportunity for growth. Working with national associations in these countries will be the starting point for Trade Hub assistance. In addition, working with companies that have a presence in several countries will also be a point of entry in the value chain.

The following strategies will be pursued:

Strategy	Lead Project Component	Geographic Focus	Corridor
Support efforts to bring manufacturers from outside Africa to evaluate West Africa as more suitable alternative manufacturing sites.	Value-Chain Focused	Ghana, Benin, Cote d'Ivoire	All
Identify opportunities to facilitate greater value chain presence in the region (connecting yarn, fabric, garment and value adding companies), linking Designer/African Fashion Manufacturers to international buyer enquiries and exporters/export ready companies to mass volume sourcing requirements/enquiries.	Value-Chain Focused	Ghana, Benin, Cote d'Ivoire	All
Support a re-activated Ghana Apparel Manufacturing Association (GAMA) in order to provide the industry with one voice when dealing with Government and its institutions, international buyers and to take advantage of Institutional funding opportunities.	Capacity Building	Ghana	All
Promote adoption of "Fair Trade" policies and work to institute a WRAP (Worldwide Responsible Accredited Production) program within the value chain that reflects and supports the role of women and other employee-friendly labor policies at all points in the value chain.	Capacity Building and Gender	Ghana, Benin, Cote d'Ivoire	All
Research the possibility to support creation of the "missing middle" by linking yarn spinners in West Africa with knitters in Côte d'Ivoire, to provide West Africa with the equivalent of a vertical garment industry.	Capacity Building and Finance and Investment	Burkina, Mali and Cote d'Ivoire	Bamako – Abidjan
Facilitate increased contacts by value chain actors and the AGOA Resource Centers in the three target countries to support US-targeted export	AGOA	Burkina, Benin and Cote d'Ivoire	All

opportunities.			
Secure stakeholders buy-in the identified key countries (Ministries of Trade & Industry, Export and Investment Promotion Agencies, EPZ Agencies, Funding Institutions, Customs, Shipping/Transport, Apparel Manufacturers Associations and other key institutions) to rapidly develop relevant trade and transport policies and procedures to support mechanisms for the existing export-gearred, export ready apparel manufacturers and potential investors.	TTEE	Burkina, Benin and Cote d'Ivoire	All

During the past 10 years, Ghana has become the preeminent country in the region in terms of developing an apparel industry with a relatively large number of companies, several of whom have become regular exporters to the global market. Support for these companies from a private sector platform has been uneven, linked to the changing leadership of GAMA during this period. Currently, GAMA's leadership is not in evidence. Trade Hub support to re-establish GAMA as a viable partner will support the apparent value chain, but also provide a positive example of similar platforms to be created and/or supported in Benin and Côte d'Ivoire which are the only other countries in the region that have developed an apparel manufacturing capacity.

The Value Chain assessment report identified the possibility of creating a truly regional value chain by linking spinners in Burkina Faso and Mali with manufacturers in Côte d'Ivoire. Most of the existing companies in the apparel value chain source their base fabrics from Asia. This would be a specialized value chain focused on a certain type of garment within the region.

The Trade Hub will be a source of information and promotion of West Africa as an attractive site for investment in the apparel sector, due to its competitive wage rates and location for shipment to the US in particular. This will be a theme in inter-actions with the public sector agencies in each of the three targeted countries and part of the information dissemination provided by the Trade Hub to global value chain actors. A principle mechanism for this support will be to enhance the role and relationship with the AGOA Resource Centers in each of these countries.

The corollary to this strategy is to ensure that the enabling environment in each of these countries, defined as private sector friendly policies with regard to foreign investment, retention of skilled labour (national or expatriate) and tax benefits to promote exports are maintained. The Trade Hub will work with national private sector associations as they lobby for these policies with their national governments. Part of this effort will be to apply Fair Trade practices within the value chain and recognition of the role that women play in regional apparel manufacturing. The institution of a WRAP program will also be explored.

2.6 MANGO

Vision: West Africa is a leading region in the global mango trade, providing substantial and growing volumes of high quality, certified fresh whole mangoes, fresh cuts and processed mango products for global and regional export. The value chain supports producers and their families in 13 countries to earn increased income and enhanced food security.

The regional organization of exporters of value-added agricultural products, Association Afrique Agro-Export (AAFEX), has developed a strategy to support the mango value chain in West Africa and the

Trade Hub will support this effort. A longer term objective will be to build the capacity of AAFEX as a regional platform for the mango value chain.

Specific strategies to be pursued include the following::

Strategy	Lead Project Components	Geographic Focus	Corridor
Support the dissemination of high-quality seedlings (improved varieties) for local and regional markets.	Value-Chain Focused	Region	Ouaga – Tema
Promote market linkages for West African fresh fruit exports to Europe, Middle East, North Africa and the US, and within the West African region, including supplies to the processing industry. Part of this effort will be improved understanding of the different varieties being produced in the region, some of which are targeted on export and other for local markets.	Value-Chain Focused and AGOA	Region	All
Identify and support local value addition opportunities (fresh cut, dried products, juices, jams).	Value-Chain Focused and Gender	Burkina, Ghana, Senegal, Gambia	Ouaga – Tema
Contribute to improved farm management and phytosanitary practices, especially as related to transport prior to shipment.	Value Chain Focused and TTEE	Region	All
Support national association to work together within the AAFEX regional platform, targeting inter-professional association strengthening and creation of a regional mango alliance.	Capacity Building	Region	All
Develop business models for production and processing that will attract investment for exporting purposes.	Finance and Investment	Burkina, Ghana, Senegal, Gambia	Ouaga - Cotonou
Identify opportunities for financing mango exports through the Trade Hub financial facilitator's mechanism.	Finance and Investment	Region	All
Support harmonization of regional policies related to constraints to mango exports from within the region, such as fruit fly eradication.	TTEE	Region	All

The Trade Hub has identified four countries for the promotion of mango exports during the next two years: Ghana, Burkina Faso, the Gambia, and Senegal. These countries have significant numbers of growers, relatively strong national platforms and considerable experience with exports to the EU, Middle East and a limited amount to the US. One of the largest constraints identified in the value chain assessment was the high amount of mango production intended for export that is lost after harvest. This constraint is linked to both the quality of production and the methods by which the product is transported prior to shipment. The Trade Hub will work with AAFEX and national associations to promote improved practices related to these points in the production cycle.

There are a large number of mango varieties produced in the region, but two are recognized as being of higher quality and most suitable for export (Kent and Keitt). The Trade Hub will promote and, where possible, support efforts to disseminate these improved varieties for production.

A related important effort will be to facilitate increased linkages between AAFEX and its exporters with the AGOA Resource Centers. Improved understanding of the export requirements to the US will lead to increased numbers of companies benefiting from AGOA trade preferences. A longer term objective of the Trade Hub's work in this value chain will be to formalize linkages between national associations and AAFEX, so that this can become a truly regional platform in support of mango production and exports. A starting point will be targeted management training for inter-professional associations within the target countries.

Identifying new markets for mangos will be supported by the Trade Hub. Part of this effort will be focused on those companies in the target countries that have successfully exported in the past, to be examples for other companies that want to become exporters. The local processing industry is a significant stakeholder in the mango value chain, especially within Nigeria. Promoting mango exports for local processing could be viewed as a step to increasing specific company's ability to ultimately becoming exporting concern, as part of its "learning curve". These efforts will also support women's associations who are actively involved in local processing activities.

Mango production in the region is often combined with other cropping systems, such as pineapple or other horticultural activities. Part of the Trade Hub program's financial facilitator program will be to link value chain actors with sources of financing and investment to increase production for exports. Part of this effort will be to identify the most appropriate business model for a company to promote and make itself most attractive for outside financing. This could include a re-structuring of the enterprise and other analyses to be completed to make a mango concern more profitable from its exporting program.

The Trade Hub's Trade and Transportation component supports improved efficiency of the transport corridors that have been targeted, which includes those corridors by which mango is transported. Another area at the regional level will be to support harmonized application of policies related to the movement and export of mango (required documentation and SPS certification). The Trade Hub will support regional efforts to address production issues such as the fruit fly and other constraints that have been identified to facilitate improved movement of goods from within individual countries to end user markets.

3. CROSS-CUTTING APPROACH TO VALUE CHAIN DEVELOPMENT

The value chain strategies presented above discuss specific areas where the different components of the Trade Hub project will target assistance to improve value chain performance in terms of increased, trade, investment and job creation. The most salient aspects of each component's approach in support the assessed value chains are summarized below.

Capacity Building: A large part of the Trade Hub's level of effort with its regional partners is focused on improving their capacity to provide increased and improved services for their member organizations. This requires that Trade Hub staff actively engage with senior management of these regional organizations and be a regular source of technical assistance and advice as their strategic plans are developed and updated. This support will be provided by a combination of Trade Hub staff and Short Term Technical Assistance.

Gender: Many of the activities discussed in this document with regard to gender are directly linked to capacity building of the regional partners. This support is focused on improved implementation of existing gender strategies and/or making specific partner programs more "gender driven". The research completed for the Value Chain Assessments earlier this year confirms that women's role in these value chains, both as individuals and organizations/companies, are diminished as compared to men. The program will target level of effort to increase female participation across each of these value chains

Finance/Investment: The Trade Hub has developed a strategy for its work to increase access to finance. This will entail the use of a financial facilitation mechanism represented by different companies throughout the region working under contract with the Trade Hub. These facilitation companies will work with the regional partners and their members to link them with different sources of financing.

Trade, Transport and Enabling Environment: The identification of target corridors for the Trade Hub included consideration of the assessed value chains, the level of importance to regional trade of these corridors within the overall region and the expectation that transportation constraints can be successfully addressed via a more strategic focus. A key theme for the level of effort under this component is to increase acceptance and implementation of ECOWAS policies with regard to cross-border transport and other enabling environment issues such as common SPS/PS procedures, and promoting the Common External Tariff. The key regional partner who targets these same constraints will be supported by the Trade Hub.

Market Information Systems: Improved access to timely and accurate market information (prices, transportation costs etc.) will be the base of Trade Hub level of effort. The focus will be to work with key regional IT platforms that operate in the targeted corridors.

AGOA: Two of the assessed value chains have a direct linkage to AGOA: Apparel and Mango. As stated above, the Trade Hub will facilitate improved communication and business contacts between the AGOA Resource Centers and key operators in each value chain.

ANNEX A: ACTION PLAN

Activities	Period of Performance (Include Month)	Stakeholders	Country	Responsible	Output/Results
Livestock Value Chain					
Negotiate MOU with COFENABVI AO	August 2014	COFENABVI AO and Trade Hub	Burkina Faso	COP, VCL and Partner	MOU
Expand Membership Base	August 2014 – September 2015	COFENABVI AO and Trade Hub	Burkina, Mali and Niger	Cap Building and Livestock	Increased Membership in key countries
Support 3 export zones in Burkina, Mali and Niger	August 2014 – September 2015	COFENABVI AO and Trade Hub	Burkina, Mali and Niger	Livestock Specialist, TTEE and national border authorities	Increased livestock movement free of disease
Link regional livestock market data with TH supported MIS platform	October 2014 – September 2015	COFENABVI AO MIS service provider	Region	MIS Specialist	Market information accessible by COFENABVI AO Members
Develop a data base of women-led companies or associations active in the livestock sector	August – September 2014	COFENABVI AO and Trade Hub	Region	Gender Specialist and Livestock Specialist	Data base of women-led companies and/or associations
Support formal contracting process for regional livestock exports	October 2014 – September 2016	COFENABVI AO, Trade Hub and Financial Facilitators	Region	Livestock Specialist and Fin/Investment Lead	Increased livestock movement across borders with formal contracts
Support harmonized application of export standards related to animal health and load limits	August 2014 – September 2016	COFENABVI AO, Trade Hub and border authorities and the Borderless Alliance	Region	Livestock Specialist, TTEE	Reduced time for livestock shipments at regional borders
Design and deliver a workshop series to prepare a gender action plan for COFENABVI AO and its national federations	August 2014 – September 2015	COFENABVI AO, Trade Hub and national federations	Region	Gender Specialist and Livestock Specialist	Increased application of gender concepts in action planning of partner member companies

Identify and document positive impacts in the livestock value chains through success stories and lessons learned through case studies	August 2014 - Ongoing	COFENABVI AO and Trade Hub	Region	Communications Specialist and Livestock Specialist	Case Studies and Success Stories
Cereals Value Chain					
Negotiate MOU with WAGN	August 2014	WAGN and Trade Hub	Burkina Faso	COP, VCL and Partner	MOU
Develop technical assistance program for Executive Secretariat	July – August 2014	WAGN and Trade Hub with other donors	Burkina Faso and Togo	VCL and Capacity Building Specialist	TA Plan with milestones related to Executive Secretary establishment
Develop training of trainers program for improved cereal productivity dissemination	September 2014 – June 2015	WAGN and Trade Hub	Region	Capacity Building Specialist and Cereals Specialist	TOT program for improved cereals productivity developed and disseminated
Link regional cereals data with TH supported MIS platform	October 2014 – September 2015	WAGN MIS Service Provider	Burkina Faso	MIS Specialist	Market information accessible by WAGN Members
Develop a data base of women-led companies or associations active in the cereals sector	August – September 2014	WAGN and Trade Hub	Region	Gender Specialist and Cereals Specialist	Data base of women-led companies and/or associations
Support formal contracting process for regional grain exports	October 2014 – September 2015	WAGN, Trade Hub and Financial Facilitators	Region	Cereals Specialist, Fin/Investment Lead	Increased cereal movement across borders with formal contracts
Support harmonized application of export standards related to SPS and load limits.	August 2014 – September 2016	WAGN, Trade Hub and border authorities and the Borderless Alliance	Region	Cereals Specialist, TTEE	Reduced time for cereals shipments at regional borders
Prepare dissemination plan about transportation constraints for women-led actors in regional trade	August 2014 – September 2016	WAGN, Trade Hub and border authorities and the Borderless Alliance	Region	Gender Specialist, Cereals Specialist and TTEE	Improved understanding of transport constraints for women-led actors
Design and deliver a workshop series to prepare a gender action plan for WAGN and its national members	August 2014 – September 2015	WAGN, Trade Hub and national members	Region	Gender Specialist and Cereals Specialist	Increased application of gender concepts in action planning of partner member companies

Identify and document positive impacts in the cereals value chains through success stories and lessons learned through case studies	August 2014 and on-going	WAGN and Trade Hub	Region	Communications Specialist and Cereals Specialist	Case Studies and Success Stories
Cashew Value Chain					
Negotiate MOU with ACA	August 2014	ACA and Trade Hub	Ghana	COP, VCL and Partner	MOU
Deliver training program and provide training for factory managers.	September 2014 and on-going	ACA and Trade Hub	Ghana, others as identified	Capacity Building Specialist	More trained factory managers
Identify ACA members to work with TH financial facilitators	October 2014 – September 2015	ACA, Trade Hub and Financial Facilitators	Region	VC Lead and Fin/Investment Lead	Investment available for increased number of ACA members
Support environmental examination study	September – December 2014	ACA, Trade Hub and contractor	Ghana, others as identified	VC Lead	Publication and dissemination of environmental study
Support to ACA MIS	October 2014 – September 2015	ACA MIS Staff	Ghana	MIS Specialist	Cashew market information accessible for more cashew actors
Prepare dissemination plan about transportation constraints for women-led actors in regional trade	August 2014 – September 2016	ACA, Trade Hub and border authorities and the Borderless Alliance	Region	Gender Specialist, VC Lead and TTEE	Improved understanding of transport constraints for women-led actors
Design and deliver a workshop to develop a gender strategy within ACA	September – December 2014	Trade Hub and ACA	Region	Capacity Building Specialist and Gender Specialist	ACA Gender Strategy developed
Identify and document positive impacts in the cashew value chains through success stories and lessons learned through case studies	August 2014 – on-going	ACA and Trade Hub	Region	Communications Specialist and VC Lead	Case Studies and Success Stories
Shea Value Chain					
Negotiate MOU with GSA	August 2014	GSA and Trade Hub	Ghana	COP, VCL and Partner	MOU

Disseminate shea ecology study to members	September – December 2014	GSA, Trade Hub and contractor	Region	Capacity Building and VC Lead	Publication and dissemination of shea ecology study among GSA members
Support training program for improved nut collection	October 2014 – September 2015	GSA and Trade Hub	Ghana and others as identified	Capacity building Specialist	Improved capacity of nut collection
Identify GSA members to work with TH financial facilitators .	October 2014 – September 2015	GSA, Trade Hub and Financial Facilitators	Ghana and others as identified	VC Lead and Fin/Investment Lead	Investment available for increased number of GSA members.
Prepare dissemination plan about transportation constraints for women-led actors in regional trade	August 2014 – September 2016	GSA, Trade Hub and border authorities and the Borderless Alliance	8 Countries	Gender Specialist, VC Lead and TTEE	Improved understanding of transport constraints for women-led actors
Design and deliver a workshop to reinforce GSA's gender strategy.	September – December 2014	GSA and Trade Hub	Region	Capacity Building Specialist and Gender Specialist	A reinforced GSA gender strategy and dissemination plan has been developed
Identify and document positive impacts in the shea value chains through success stories and lessons learned through case studies	August 2014 – on going	GSA and Trade Hub	Region	Communications Specialist and VC Lead	Case Studies and Success Stories
Apparel Value Chain					
Negotiate MOU with GAMA	August 2014	GAMA and Trade Hub	Ghana	COP, VCL and Partner	MOU
Establish linkages between lead firms and ARC's	August – December 2014	Trade Hub, national associations, lead firms and ARC's	Ghana, Benin and Cote d'Ivoire	Apparel Specialist and AGOA Advisor	Formal linkages with ARC's in three countries established
Establish Fair Trade and WRAP program that explicitly supports women's managerial role	October 2014 – September 2015	Trade Hub and national associations	Ghana, Benin and Cote d'Ivoire	Apparel Specialist and AGOA Advisor	Fair Trade and WRAP program established in three countries, with special focus on women's managerial role
Identify linkages between spinners in Burkina Faso and Mali with garment manufacturers in Cote d'Ivoire	August 2014 – June 2015	Trade Hub and national associations	Burkina Faso, Mali and Cote d'Ivoire	Apparel Specialist	Linkage to create specialized value chain established

Identify and document positive impacts in the apparel value chains through success stories and lessons learned through case studies	August 2014 and on going	Trade Hub and national associations	Ghana, Benin and Cote d'Ivoire	Communications Specialist and Apparel Specialist	Case Studies and Success Studies
Mango Value Chain					
Negotiate MOU with AAFEX	August 2014	AAFEX and Trade Hub	Senegal	COP, VCL and Partner	MOU
Establish working groups in four countries to develop export opportunities	August – September 2014	AAFEX and Trade Hub	Ghana, Burkina Faso, Senegal and the Gambia	Mango Specialist and STTA	Formal working groups established with clear roles
Disseminate informaton about high-quality seedlings (improved varieties) for local and regional markets.	October 2014 – September 2016	AAFEX and Trade Hub	Ghana, Burkina Faso, Senegal and the Gambia	Mango Specialist and STTA	Improved varieties more readily available for exporters
Identify local value addition opportunities for women's associatioins	August – December 2014	AAFEX and Trade Hub	Ghana, Burkina Faso, Senegal and the Gambia	Mango Specialist and Gender Specialist	Increased women' associations involved in local value-adding opportunities
Identify key transportation constraints for export efforts	August 2014	AAFEX and Trade Hub	Ghana, Burkina Faso and Senegal	Mango Specialist, STTA and TTEE	Key transportation constraints identified and correction plan developed
Establish linkages between lead firms and ARC's	August – December 2014	AAFEX, ARC's and Trade Hub	Ghana, Burkina Faso, Senegal and the Gambia	Mango Specialist and AGOA Advisor	Formal linkages with ARC's in four countries established
Support regional efforts for fruit fly eradication	August 2014 – September 2016	Trade Hub and AAFEX	Ghana, Burkina Faso, Senegal and the Gambia	Mango Specialist and TTEE	Improved application of fruit fly eradication efforts in four countries.
Identify and document positive impacts in the shea value chains through success stories and lessons learned through case studies	August 2014 and on going	AAFEX and Trade Hub	Ghana, Burkina Faso, Senegal and the Gambia	Communication Specialist and Mango Specialist	Case Studies and Success Studies